



## Treasury Unit

- Banking and Investments
  - Compilation of monthly bank reconciliation statements
  - Monthly updating of investment register
- Statistical Compliance Reporting
  - Up to- date submission of section 71 reports
  - Up to date submission of s72 reports
  - Up to date submission of s11 reports
  - Up to date submission of s52d reports
  - Timeous submission of AFS for 2007/8 financial year
  - Timeous submission of approval and submission of annual and adjusted budget
- Assets Management
  - Developed assets register
  - Re-evaluated immovable and movable properties.
- Grants Management
  - Reconciled grants and improved expenditure
- Supply Chain Management Unit
  - Established fully fledged SCM unit
  - Appointed bid committees

## Credit Control and Revenue Protection Section

This section is responsible for protecting Councils revenue streams and ensuring that bad debt is maintained at a minimum level. In order to accomplish this challenging task, this section is responsible for the following activities.

- Collection of all outstanding monies owing to Council;
- Disconnection and reconnection of services for non payment;
- Concluding acknowledgement of debt agreement with consumers;
- Maintenance of the Geo Reality Debt Collection system;
- Preparing final demands and summons in favour of Council;
- Taking legal action for the recovery of outstanding debt; and
- Regular reporting with regards to outstanding debt.

## Achievements

- Employed new billing computer system for effective implementation of MPRA
- Compiled Financial Statement for 2008/9 internally
- Compiled indigents register for 2008/9 financial year
- Re Valuated assets for GRAP purposes
- Produced assets register for 2008/9
- Employed two finance interns and additional SCM practitioner
- Put council's website under full operation
- Reconciled VAT with SARS





- Established fulltime Supply Chain Management Unit
- Established an effective supplier database system
- Implemented Free Basic Service on ratepayers by writing off debts in preparation for introduction of MPRA in 2009/10
- Compensated those residents of Impendle who do not have access to electricity due to infrastructure backlogs which automatically exclude them from benefiting from Free Basic Electricity Fund by giving them free 12.5 kg gas cylinder and two plate gas stove. This project was funded out of Free Basic Energy budget.
- Participated in public participation campaigns on budget & IDP
- Appointed services of legal debt collectors.

## Challenges

- To utilise internal auditors up to their fullest potential on issues relating to financial management of the Municipality
- To have regular Finance portfolio meetings
- To recover money owed by the Umgungundlovu District Municipality.
- To maximize expenditure





## Performance Report - 2008/2009 - Office of Financial Services

Financial Services					
	Measurable Objective/Output	Performance Measure/Indicator	2008/2009		
Strategic Objective					Planned Measures for Improvement
		Target	Actual		
Ensure Effective Expenditure Management					
Control over grant funds and projects expenditure	Monthly Cash book and variance report available	Reports	12	12	
Practise acquisition management function of SCM policy	Requisition book is in use	signed requisition book	varies	Pre printed triplicate book currently in use.	
Payment of all creditors, Payment of staff and councillors salaries, Filing of vouchers	Payments audit trails and CBP available as evidence	Reconciled creditor's ledger accounts and payment files	12	12	
Submission of Statutory returns/reports	Third party file is available as evidence	Proof of receipts by third parties.	12	12	
Ensure effective Revenue Management					
Billing of rates, refuse and miscellaneous debtors,	Billing reports are filed accordingly and statements were being issued monthly	Rates accounts raised and statements distributed, Proof of interest raised on arrears accounts, Raised miscellaneous accounts and distributed statements	12	12	
Debt collection	Reminding letters are on file, Age analysis produced monthly, Overdue accounts were handed over to attorneys.	Reconciled debtors accounts, Customer correspondence, Customer Accounts enquiries, Number of Accounts handed over to legal debt collector	12	12	
Updating and implementation of Indigent Support policy in the distribution of Free Basic Services	Indigent register available, distribute Free Basic Electricity, write off rates & refuse accounts for residents.	Indigent register, the approved list of indigents beneficiaries, Paid beneficiaries, Indigent policy	1	1	
Receipting and depositing of cash and cheques	Receipts audit trail and deposits files are available	Receipts audit trail and deposit slips	240	20	
	Collect money on behalf of Dept of Transport bank it to Dept's account. Receipt commission into Municipal's books and deposit it to Municipal's bank account	Commission earned on motor vehicle licensed	varies		
Licensing of local motor vehicles					





Practise demand management function of SCM policy	Full time official was assigned to this function, she controls requisition forms and prepare adverts in request for quotations	Requisition book	varies	SCM report for 2008/9	
Handling of customer accounts enquiries, Participate in the development of MPRA	Objections were taken to Municipal Property valuator.	Up to date customer details	varies		
Ensure effective Accounts & Equity Management					
Submission of vat returns to SARS	VAT return file is up to date and available	SARS confirmation Statutory questionnaires, EMWA, IYM, Budget variance reports, Annual & Adjustment Budgets, Annual Financial Statements	12	12	
Compiling statistical reports, completing statistical questionnaires	Statistical report file is available		varies	12	
Practice logistics management function of SCM policy	Full time official was assigned to this function, he recommend best quote and print orders.	Requisition book	varies		
Development and implementation of Assets and stores management policy, Updating ledger assets and depreciation accounts, Stores issues & replenishment.	Assets register, policy and ledger and stores register is available	Assets Management policy, Stores issue register and ledger accounts	varies		
Implementation of Bank and Investments policy in the investment of surplus cash. Compilation of bank reconciliation and cash flow statements	Bank and investment reconciliation is up to date and available	Bank Reconciliation, interest on investments,	12	12	
Cashflow statement, Reconciliation of bank accounts to the ledger.	Ledger reconciliation is under control	Ledger accounts	12	12	
Ensure effective Information & Communication Technology System					
Development and Implementation of IT policy in maintenance , updating & upgrading of computer hardware, software and network inventory	IT policy and inventory available, Council resolution approving policy also available	IT policy, Computer inventory	varies		
Support staff on Internet usage	working fine	E-mail, Internet access	varies		
Backing up and safe keeping of information	Disks are controlled by ICT officer	Back up disks	varies		
Practise disposal management unit of SCM policy	WE still have to establish a disposal committee for Council to approve	Auction sale adverts and register	1	1	





## Performance Report - 2008/2009 - Office of Financial Services cont...

Provide staff training , support and troubleshooting	ICT Officer is assigned to attend IT matters	Number of training conducted, staff support and trouble shooting register	1	1	
Development and Update supplier database	database available	Supplier Database	1	1	
Updating of website	Website available	Website	varies		
Journal Capturing, Print reports for departments and sections of the Council	Zethu Nzimande is responsible for capturing of journals and printing of reports	File of captured journals, reports receiving register	varies		
Ensure budget preparation, implementation and reporting in accordance with provisions of the MFMA					
Preparation and tabling of budget process plan in 10 months before start of the new Financial Year	Council resolution approving budget process plan is available	Council resolution, process plan	1	1	
Preparation and tabling of draft budget & reviewed policies	Council resolution approving draft 2009/10 budget and reviewed financial policies is available	Council resolution, draft budget and reviewed policies	1	1	
Advertising of draft budget	Budget was advertised for public comment	Advertisement	1	workshop of Bid Committees	
Participate in the public consultation process on budget	Staff Attendance register is available and used	Attendance register	1	1	
Preparation and tabling of final budget & policies	Council resolution approving final 2009/10 budget and reviewed financial policies is available	Council resolution ,budget & policies	1	1	
Submission of budget to relevant authorities	Correspondence file is available	Correspondence	1	1	
Compilation of adjustment budget if necessary	Council resolution approving adjusted 2008/9 budget is available	Council resolution & Adjustment budget	1	1	
Prepare SDBIP for Finance Dept	Council resolution approving SDBIP is available	Council resolution & SDBIP	1	1	
Ensure statutory Financial Reporting in accordance with the provisions of MFMA					
Prepare and submit section 71 reports,	Correspondence available	e mail correspondence	12	12	
Prepare and submit mayoral report to the Mayor	Used to sit and now made to consider quarterly reports only	Minutes of Finance Portfolio Committee	12	2	
Prepare and submit of s52(d) report to the Council	Council resolution available	Council Resolution	1	1	
Prepare and submit Annual Financial Statement	Management letter/AG's overall audit report for 20078 financial year is available	Correspondence from Auditor General	1	1	
Prepare and submit Departmental Annual performance report	Council resolution available for 20089	Council resolution	1	1	





Prepare and submit to Council, Provincial treasury and Auditor General a report on bank account withdrawal in terms of s 11(4)	Approval is on 6 August 2009	Council Resolution, correspondence	4	4	
Ensure effective Staff Management & General Administration					
Meetings and workshops attendance	Minutes of weekly programmes and minutes of meetings is available	minutes of meetings	48	48	
Mentoring of interns	Three interns working on rotation bases for treasury and one for DBSA	Signing log books for Interns	3	3	
Practise performance measurement function of SCM policy	SCM Reports and minutes of bid committees.	minutes of meetings			
Leave management	Leave register is updated regularly	Leave register	varies		
	Staff were trained in ABAKUS, Payday, VAT, On the job, Pastel, Secretarial and alson given study leave				
Staff career pathing	Debtors, creditors, projects, assets, deposits, payment etc	Staff training	1	1	
Document Filing and attending to correspondence	Cooperate with internal auditors during execution of their regular audit assignments.	Files	varies		
Attend to external and internal audit requirements	Suspended one employee and did staff reshuffling	Correspondence			
Application of disciplinary procedures		Disciplinary action	varies		
Raising of funds for projects		Correspondence			
Ensure implementation of Supply Chain Management in accordance with provisions of SCM regulations and policy					
	We attended workshop on Bid Committees conducted by KZN Prov. SCM Unit and also attend monthly regular workshops also conducted by KZN\ Prov Treasury.				
Workshopping of the SCM committee members on policy	done in first quarter and we send staff to provincial monthly workshops	Notice of workshop	1	1	
Review the appointments of bid committee members	Staff attended SCM training conducted by Durban University of Technology	Appointment letters	1	1	
Capacity building Bid committees	Never done. SCM Unit is doing one for 2009/10	Attendance register	1	1	
Procurement plan	Policy was amended and approved together with budget on 28 May 2009	Approved plan	1	0	
Implementation of SCM policy	Performed by UDT and workshops provided by Prov Treasury.	Council Report	1	1	
Capacity building SCM Practitioners		Attendance register	1	1	





# Corporate Services Department



## Overview

Communication, Billboards, Secretariat, Administration, Legal, Human Resources, Archives, Library Services, Disaster management, Security, Sport & Culture, HIV & AIDS, Human Rights (Youth, Children, Elderly, Disabled) and Thusong Services Centre operations

## Description of the Activity

- To provide overall municipal legal service;
- To manage Capital and Operational budgets;
- To manage municipal property and estates services;
- To implement the Batho Pele principles;
- To provide for proper communication facilities.

## Administration

The administration section provides administrative support and guidance to all other sections within the municipality. It is thus entrusted with the following functions:

## Registry and Archives

In order to continuously manage effectively and efficiently the municipality recognizes information and records as the most important resources. Through a comprehensive Records Management Policy and Systems which has been developed and implemented, the service delivery by the municipality has improved. Most crucially, both internal and external communication channels have improved through the services of a messenger.

## Proper utilization and maintenance of municipal facilities

The municipality utilizes and continuously permits the public to utilize some of its facilities which then require cleaning and maintenance. These facilities include:

- Municipal Offices
- Public Toilets
- Public Libraries
- Public Halls

These properties are cleaned and well-maintained on a regular basis, so as to promote health and safety of the employees and the customers. Although a proper facility hire policy is still to be developed, the use of the public facilities by members of the public is nonetheless properly controlled.





## Human Resource Management

To strategically manage the Municipal Human Capital of the entire organization of Impendle Municipality focusing on the following aspects:

- Restructuring the Organization in terms of the needs and challenges of Impendle Municipality within its changing Integrated Development Plan.
- Managing and monitoring the Labour Turnover of the Municipality
- Recruitment and Selection of staff, and retaining the existing staff.
- Human Resources Development which impacts on Quality Service Delivery and Integrated Development Plan, and the Development of a Workplace Skills Plan and implementation thereof.
- Policy Development and Implementation

## Analysis of the Function

The Corporate Services Department is the heartbeat of Impendle Municipality within the context of the Human Capital. Without a Healthy Labour Relations Environment, nothing will be achieved in terms of Improved Quality Service Delivery and the Integrated Development Plan. This is coupled with a well trained and motivated staff who should Deliver Quality Service to the entire Impendle Municipality communities at large within the goals of the Integrated Development Plan.

## Labour Relations Management

To manage municipal labour relations between the employer and the employees for the purpose of providing effective and efficient services within the municipal area of jurisdiction, this encompasses the following:

- To promote mutual respect between employer and employees;
- To ensure that management and the employees share a common understanding of misconduct and discipline;
- Application of discipline in a prompt, fair, consistent and progressive manner;
- Prevent arbitrary actions by both management and labour organisations towards one another;
- Provide employer and employees with a quick and easy reference for the application of discipline;
- Ensuring that discipline is a corrective measure by conducting fair hearing in a formal or informal setting;
- Promote effective and efficient mechanisms to resolve grievances;
- Manage strikes to ensure that essential services are not interrupted during industrial actions;
- Co-ordination of consultative meetings with management and organised labour;
- Encourage employer and Organised Labour to collectively bargain and comply with collective agreements;
- Familiarise employees with municipality's conditions of service (induction);

## Occupational Health and Safety

The Safety representatives that will be trained in Health and Safety as well as in First Aid, together with the EAP Manager, will meet on a monthly basis to discuss safety issues in the work places. They will also undertake site visits in areas which require more attention. The E.A.P. Manager also makes sure that employees who need to attend medical examinations are sent for such in due course.





## HIV/AIDS Programme

A Strategic Policy to deal with the prevalence of HIV/AIDS in the Workplace has been developed. This Section is currently developing the implementation procedures. HIV/AIDS also receives much attention in our regular public gatherings and izimbizo. The establishment of the HIV & AIDS Council spearheaded by the Office of the Mayor will gather steam and the council will be established in the new financial year.

## Community Services

Library/Sports/Taxi Ranks/Thusong Service Center/Cemeteries

### Overview

- Centers of information
- Resources for the promotion of reading, literacy and information.
- Provide the public, with reading material, visual aids and audio materials as required i.e. CD's, DVD's, videos, fiction and non-fiction books.
- Municipal security and protection
- Thusong Services Centre services
- Facility for the burial of the deceased

## Wellbeing of the Community

- The provision of free access to library materials over duration of time.
- No payment is required for the borrowing of materials, except for the fines on the late returns and lost library materials. Upliftment of education
- The library provides a service that covers information on all aspects in life e.g. languages, computers, politics, cooking, gardening, etc. It also promotes literacy and reading to the community.
- The constant circulation of materials in the Impendle area enables the libraries to provide the public with new reading material on a regular basis.

## Law Enforcement

The municipality has security arrangements & personnel sufficiently kitted to deal with minor breaches of the law & by-laws on its premises. The municipality is also considering the establishment of a unit to be with traffic related matters.

### Disaster Management

Impendle is prone to heavy rains, thunder storms and snow that often impact on households and their livestock. Impendle has established reporting protocols with the Umgungundlovu Disaster management Center. While there is much room for improvement the arrangements appear to be working fairly well.





## Thusong Services Centre

This is a stand-alone unit which services the needs of the community by housing government departments to the centre so that people can access those departments much faster than they would otherwise have.

### Analysis of the function

The function of the Community Services Department of the Impendle Municipality is to prepare & implement a Law (incl. by-laws) Enforcement Strategy, Community Facilities, Disaster Management, Thusong Services Centre and matters related to human rights programmes such as children, elderly, disabled and youth.







## Performance Report - 2008/2009 - Corporate & Community Services

Corporate and Community Services									
Strategic Objective	Measurable objective/output	Performance Measure/Indicator	2008/2009		2008/2009		2008/2009		
						Annual Performance Report	Target	Actual	Planned Measures For Improvement
			Target date	Actual Date					
Institutional Development & Transformation									
To promote organisational transformation	% of critical positions filled.	100% of all critical positions filled.	09-Jun			All posts	80%		
	Placement policies/ rules procedures adopted	One placement policy/rules procedures reviewed and adopted	09-Jun	01 December 2008			1		
	% of staff placed in positions based on placement procedures	100% of staff placed in positions based on placement procedures	Ongoing				70%		
To ensure proper functioning of municipal structures	Number of portfolio committee meetings held	1 portfolio committee meeting held per Department	Monthly			1 Meeting per month	Not achieved		
	Statutory reports submitted to the relevant authorities within the required time frame	4 Quarterly Reports	One per Quarter				Partially Achieved		
		12 SDBIP Reports	quarterly				To be implemented in 2009/2010		
	Council agenda items or reports submitted within required time frame for consideration by Council	Council agenda items / reports submitted 8 days prior to Council meeting	Monthly				Achieved		
	Communication plan adopted	One communication plan adopted	09-Jun				In process		





To ensure efficient and effective utilisation of municipal resources	Number of reports submitted to MM on progress with respect to operational functions	1 report per month	Monthly				Not Achieved	
	Number of meetings held with respect to operational functions	1 meeting per month	Monthly			1 meeting per month 4 Meetings		with staff to determine
To contribute towards ensuring that the department has adequate financial resources & controls to meet the annual performance objectives of the municipality	% of expenditure within the budget variance	Minimum expenditure of 80%	Quarterly				70%	
	Number of business plans/ applications prepared to source funding for IDP projects	2 business plans/ applications prepared to source funding for IDP projects	Annually				Not achieved	
To address skills, capacity building and change management issues that affect development and functioning of the municipality	Workplace Skills Plan for the Municipality reviewed	1 Workplace Skills Plan reviewed	Annually	30-Jun-09		1 WSP	1	
	% rebate received from SETA	80% Rebate received from SETA	Annually			80% rebate	50%	
	Number of LLF meetings held	1 LLF meeting held± per month	Monthly			1 meeting per month	6 Meetings	
To undertake developmental business planning and streamline business processes to meet council and community needs	Number of progress reports prepared on the targets in the departmental business plan	4 progress reports submitted	One per Quarter				Not achieved	
Key Performance Area: Financial Viability and Financial Management								





## Performance Report - 2008/2009 - Corporate & Community Services cont...

To ensure Effective Expenditure Management Key Performance Area: Good Governance and		% of grant funding spent	100% of grant funding spent	Quarterly			80%	
Community Participation To ensure good Intergovernmental Relations in the affairs of the municipality				Quarterly				
To contribute towards the achievement of universal access to social services by 2017		Number of IGR meetings attended Implementation plan prepared	One Cluster Meeting per quarter One implementation plan prepared	09-Aug 10-Mar			5 Meetings Not Achieved	
		Implementation of plan	One plan implemented	10-Jun			Not Achieved	
		Marketing and promotion plan prepared	One marketing and promotion plan prepared	10-Jun			Not Achieved	
		Marketing & promotion plan implemented (Number of letters, meetings & promotion material distributed, number of people visiting the centre)	100 people a week visiting the centre to access services	10-Jun			Not Achieved	
		Number of tenants signing lease agreements for the TSC	Full occupation				Not Achieved	
To facilitate the promotion of sport in general and in particular scarce sport codes in identified areas		Number of teams participating in the Mayoral Games	Full participation by all wards	09-Dec			Achieved	
		Number of meetings and the events schedule	One schedule and a minimum of 4 meetings	10-Jun			Achieved	